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THE NATION'S BUSINESS

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GROSVENOR DAWE

Editor of THE NATION'S BUSINESS

G. Grosvenor Dawe

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ARGUMENT FOR WEST FLORIDA AS PROPOSED NEW STATE

West Florida Chamber of Commerce Organized to Campaign for Separation From the Parent State—Official Statement of Reasons.

Leland J. Henderson, secretary of the Pensacola Commercial Association, has prepared an elaborate report on the conditions and resources of the western portion of Florida. His conclusion is that a new State named West Florida should be organized. Part of his summing-up follows. To carry on the campaign the West Florida Chamber of Commerce has been organized.

"Florida" Appropriate.

It would be a loss to part with the present name, "Florida," has a lasting charm; it is associated with enchantment, Ponce de Leon, and youth; the oldest city; the Everglades; the Seminoles; later with citrus fruit, and with the green and succulent vegetables during the winters of the frozen North; Florida means refuge for the blizzard-driven, and heat oppressed. My answer is, "Keep the name for the new State and call it West Florida."

It may be said that the population is too small. According to the 1910 census the population of Montana was 272,653. The total received from the counties of the State in 1911 was \$75,000, or about \$2.50 per capita. The total revenue of the State was \$1,557,920, or about \$4 per capita. The population of Florida in 1910 was 152,619. In 1911 the State received general revenues, \$1,888,162, or \$1.90 per capita. The total revenue was \$3,414,315, or about \$4 per capita. In 1911, the assessed valuation of property in West Florida was \$65,000,000, the total county and state taxes paid by the West Florida counties were over \$1,000,000. The amount paid by West Florida to the State was \$340,000, or \$1.70 per capita. Total revenue at \$4 per capita would be \$828,650 for the support of the State of West Florida.

Physical Advantages.

If it is objected that the countries of Escambia, Santa Rosa, Walton, Holmes, Washington, Jackson, Calhoun, Gadsden, Liberty, Franklin, Leon, Wakulla, and Jefferson were too small an area (the total being 11,359 square miles) the answer is, "There are eight States in the Union which have less area: Vermont, 8,135 square miles; New Hampshire, 9,965; Connecticut, 4,945; Massachusetts, 8,049; Rhode Island, 1,653; New Jersey, 7,525; Maryland, 9,899; Delaware, 1,967."

If it is objected that its seacoast is too short. The reply is, "There are twenty-sea coast States in the United States; of these thirteen have a less seacoast (in miles) than West Florida. The coastal section of West Florida, excluding the shore line of bays &c., is 265 statute miles; Maine, 245 miles; New Hampshire, 12 miles; Massachusetts, 245 miles; Rhode Island, 44 miles; New York, 127 miles; New Jersey, 13 miles; Delaware, 29 miles; Maryland, 44 miles; Virginia, 121 miles; South Carolina, 190 miles; Georgia, 309 miles; Alabama, 68 miles; Mississippi, 100 miles; and seven States have a greater extent of sea frontage, as follows: North Carolina, 232 miles; Florida, 1,273 miles; Louisiana, 184 miles; Texas, 369 miles; California, 822 miles; Washington, 323 miles; Oregon, 867 miles. In addition to this, in eight of the West Florida counties there are twelve bays all of which are harbors, making for more or less harbor development; six of the bays have extensive commerce; three of them have an inner anchorage basin of more than forty feet depth; one has a harbor entrance of thirty-three feet; and three others have harbor entrances of twenty-two feet or more; and railroads have been constructed to seven of these harbors."

It may be objected that Florida is small enough already. The extreme length of Florida from north to south is 407 miles, but the difference in latitude between the most northerly point of Florida and the point furthest south is 45 miles; its greatest width is 34 miles; but its greatest extent (that is, in longitude) from the point furthest east

to the most westerly point, is 455 miles. The only States that exceed Florida in area are California, Texas, and Texas. The extreme width of Texas is 738 miles, and California, 355 miles. Length, California is 521 miles, Texas, 547 miles.

Estimated Revenue.

It may be argued that West Florida will not supply sufficient revenue to support a State. According to the 1910 census the population of Montana was 272,653. The total received from the counties of the State in 1911 was \$75,000, or about \$2.50 each, 50c of which should be retained in the treasury of the local township unit, and the balance \$2.00 to be placed in the treasury of the Clinton Commercial Club. To carry this organization to the extreme in that that the closest application to farm life might be had, it was proposed that each of the directors of the local unit should organize and be the leader of a neighborhood club. The membership in this neighborhood club is limited to twelve families, and the object of the club is the assembling at least once each month of all the twelve families at the home of one of its members. The club will discuss farm work, animal husbandry, horticulture, and the mechanical side of farming, while the women of the families discuss domestic affairs and other matters of interest to them. A picnic dinner might follow, all providing for same in common after which matters of interest to the neighborhood may be discussed by those present. Here also would be given an opportunity for the children to participate. By the end of one year the club would have met at the home of every member and much benefit would have been derived.

To review briefly the outline of this plan, we might say: The agricultural committee is one of the committees of the Clinton Commercial Club; its chairman is a director of the Clinton Commercial Club, and the members of the committee (thirty in number) are selected, ten from the city and twenty from the county. Each member of this committee from the county is the presiding officer of the local unit of his township, which unit, in addition to its presiding officer, consists of nine directors and as many members as possible. Each director of the township unit will act as a leader of the home or neighborhood club, which is limited to twelve families.

Tallahassee As Capital.

If it is objected that the countries of Escambia, Santa Rosa, Walton, Holmes, Washington, Jackson, Calhoun, Gadsden, Liberty, Franklin, Leon, Wakulla, and Jefferson were too small an area (the total being 11,359 square miles) the answer is, "There are eight States in the Union which have less area: Vermont, 8,135 square miles; New Hampshire, 9,965; Connecticut, 4,945; Massachusetts, 8,049; Rhode Island, 1,653; New Jersey, 7,525; Maryland, 9,899; Delaware, 1,967."

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The objection may be advanced that the North would object to the admission into the Union of West Florida as a State on the grounds that it would increase the South's representation in Congress. It is desired that each local unit contribute \$100 to this work and would therefore name ten men for membership in the Clinton Commercial Club. One of these men shall be selected by themselves to act as a member of the agricultural committee and also as chairman and presiding officer of the local township unit.

It was further provided that it would not be necessary for one man to contribute \$10, but that any number of men might raise \$100 for each local township unit. However, only one membership in the Clinton Commercial Club is given for each \$100 subscribed.

At the present time there have been sixteen local units, which will return to the Clinton Commercial Club somewhere from \$1,000 to \$2,000 in this fund, so that the sum total of the whole amount of money available would be from \$3,800 to \$4,000. In addition to this amount the Clinton Commercial Club guaranteed to furnish quarters and suitable office facilities for this agricultural committee, and their expert adviser. The Clinton Commercial Club took considerable responsibility at the outset by entering into a contract with Prof. M. L. Mosher, of Ames, Iowa, for a period of three years, before any of the amount was available, but their faith in the proposition has been substantiated by subsequent subscriptions as herein set forth.

No one connected with this work has ever had an idea of exploiting the farmer. It was not undertaken as a clever trade extension movement; it was not inaugurated for selfish motives, but with this thought always in mind: That any city that could better the conditions of the people within its own territory must necessarily be benefited in proportion to the success of the undertaking.

Clinton County's Original Plan for Agricultural Promotion

Bridging the Gap of Indifference Between City and Country.

PLAN OF ORGANIZATION.

The Agricultural work now in progress in Clinton County, Iowa, is being conducted on the following plan: The Clinton Commercial Club, of Clinton, Iowa, is a corporation existing under and by the laws of the State of Iowa, with the usual object set forth in the Charter of Commercial Clubs. The by-laws provide that each of the directors shall be the chairman of one of the standing committees, therefore, when the agricultural work in Clinton County was organized it was placed in the hands of one of the directors of the Clinton Commercial Club as chairman of the Agricultural Committee. This committee, in addition to its chairman, has thirty members, ten of whom are selected from the city of Clinton, and twenty from the County of Clinton. The Agricultural Committee is authorized to secure an agricultural adviser, the duties of which officer will be set forth later in this article. This committee must be elected from men actively engaged in farm work or directly interested in farm life.

ORGANIZATION DETAILS.

To carry this organization further it was decided that: (1) At least one local township unit should be organized in each township of the county; this local township unit to have at least ten directors, one of whom should be the presiding officer. (2) These ten men should all be members of the Clinton Commercial Club. (3) The membership in the local township unit should be made up of all the residents of the township paying annual dues of approximately \$2.50 each, 50c of which should be retained in the treasury of the local township unit, and the balance \$2.00 to be placed in the treasury of the Clinton Commercial Club. To carry this organization to the extreme in that the closest application to farm life might be had, it was proposed that each of the directors of the local unit should organize and be the leader of a neighborhood club. The membership in this neighborhood club is limited to twelve families, and the object of the club is the assembling at least once each month of all the twelve families at the home of one of its members. The club will discuss farm work, animal husbandry, horticulture, and the mechanical side of farming, while the women of the families discuss domestic affairs and other matters of interest to them. A picnic dinner might follow, all providing for same in common after which matters of interest to the neighborhood may be discussed by those present. Here also would be given an opportunity for the children to participate. By the end of one year the club would have met at the home of every member and much benefit would have been derived.

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FINANCING THE WORK.

The financing of this agricultural work was done in the following manner: The Crop Improvement Committee of the Council of Grain Exchanges, with offices in Chicago, under the direction of its secretary, Mr. Bert Ball, is offering to the country at large \$1,000 for each county that will employ an agricultural expert subject to conditions set forth by the Crop Improvement Committee and later referred to in this article. This \$1,000 was accepted by the Clinton Commercial Club and is now being used in this work.

The Department of Agriculture at Washington, through Congressional appropriation, is assisting counties throughout the country to secure the employment of an agricultural expert upon conditions, as set forth later. The Clinton Commercial Club availed itself of this assistance, and is now enjoying its benefits at the rate of \$100 per month. To further finance this movement many farmers wanted to take part in paying the expenses. The Clinton Commercial Club therefore made the proposition that it would take into membership with full privileges any man living in Clinton County on the same basis as men living in the city, with the positive understanding that dues received from the farm members should be used for agricultural extension work only. Then in order to distribute this membership over the county, it was decided that each local township unit mentioned above, should contribute at least \$100 to this work, and for each \$10 so contributed one member from each local township unit should be received as a member of the Clinton Commercial Club. It is desired that each local unit contribute \$100 to this work and would therefore name ten men for membership in the Clinton Commercial Club. One of these men shall be selected by themselves to act as a member of the agricultural committee and also as chairman and presiding officer of the local township unit.

The organization of a new State would forever settle the location of the West Florida capital at Tallahassee, reasonably convenient to all sections of West Florida; which would meet the approval of Jacksonville, Key West, Tampa, and all of the State of Florida, because of the greater convenience thereof.

The interests of the peninsula in the State buildings now located in West Florida, which are the property of the State, would unquestionably meet the approval of Jacksonville, Key West, Tampa, and all of the State of Florida, because of the greater convenience thereof.

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It was further provided that it would not be necessary for one man to contribute \$10, but that any number of men might raise \$100 for each local township unit. However, only one membership in the Clinton Commercial Club is given for each \$100 subscribed.

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ENTHUSIASTIC SUPPORT.

C. F. Terhune, secretary of the Clinton Commercial Club, in response to a question as to the progress of the method for binding city and country in mutual interest, has written the following letter:

Heretofore, no one has ever thought of it every day. The men who have lived in Clinton most of their lives and considered that they had practically nothing to do with the farmer have wakened to take a new view of fundamental conditions, and it is now beginning to see the merchant and the farmer coming together without compromise to either, on a common ground so essential to both of them.

Last week at a meeting of the Agricultural Committee of Clinton County, seventeen out of the twenty-four members of the county were represented (fully organized local township units). The enthusiasm and determination that was evidenced by the manner in which these men took up the problems was very gratifying. It soon developed that they, too, were thinking for they suggested many things that were right and practical effect. It is a question in my mind whether we are basically prepared to so crystallize the constructive agencies of the country as to give dynamic force to the demands of business and civic economy. This is, I take it, the task of commercial organizations of the

country in their move toward national development, but they must first realize the meaning of national commercial organizations and their part in national affairs.

But there are other phases having a direct and indirect bearing upon commerce in which such organizations only may but must engage themselves if they would be able to estimate the sum total purpose—achievement of competitive ambition and the prosperity and happiness of a nation. Not only must the benefits of commercialism receive your due thought and action, but there are other and fundamental problems calling out to you and your commercial organization for attention. The civic problems of the country which will affect the welfare of all the people have an immediate and important influence upon the lives and well-being of cities and States and consequently upon the country as a whole—the problem of the conservation of the nation's health; the betterment of living conditions; the cost of living; the protection of lives and property from the assaults of organized destructionists and no less, the protection of the so-called "honest people" from the glorification of organized robbery; the safe-guarding of the nation's natural assets and all other fundamental conditions which affect our daily lives and stimulate or retard our native energies.

In a country of such widely diversified interests, with so many problems locally peculiar, it would seem a scientific impossible task to coordinate them into a unification of any practical effect. It is a question in my mind whether we are basically prepared to so crystallize the constructive agencies of the country as to give dynamic force to the demands of business and civic economy. This is, I take it, the task of commercial organizations of the

country in their move toward national development, but they must first realize the meaning of national commercial organizations and their part in national affairs.

Yesterday, I spent practically the whole day in the Bureau of Foreign and Domestic Commerce, the Department of Commerce, and later over their records of commercial organizations with a view to obtaining a better survey of the field. What I discovered made conviction absolutely certain that the National Chamber of Commerce has come into existence not an hour too soon. Before it a herculean task of education and organization and it is to remedy these defects that your own commercial organization on a permanent basis? How many of you know what a commercial organization is? How many of you regard it merely as a mechanism for giving force and effect to a resolution? How many of you have gone deeper into the foundation and structural parts of your commercial organization and understand the purpose and possibilities of such bodies? How many of you realize the woeful deficiency in the structure of the average commercial organization? How many of you know how to remedy these defects? Is your own commercial organization on a permanent basis? How many of you know what a commercial organization is? How many of you know the commercial organization situation of the country to-day?

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At the department yesterday, I dug out and correlated some facts and figures, which, however, approximate and inevitably inaccurate, nevertheless gave me, at least, a general idea of the condensed statement of the number of commercial organizations in the United States, their aggregate annual income. As ever one has to be interested in the situation in his own locality as well as in the situation at large, I am going to read this compilation to you, State by State, and I know of no better way to do this. The information will be something wholly new to all of us as this is the first time, through the earnest and persistent work of the bureau, that such facts have been obtainable:

COMMERCIAL ORGANIZATIONS IN NATIONAL DEVELOPMENT

Speech of M. B. Trezevant, President of American Association of Commercial Executives, Before Annual Meeting of the Chamber.

The place of Commercial Organization in National Development is nothing more or less than an amplification of the position occupied by you business and professional men in your individual community development and is an expression of the act of co-operative effort toward the ultimate goal of nationalizing the country's commerce. The result will be to stencil upon the waters of the nation the legend "made in the United States" as an indication to ourselves and to others that sectional lines and provincialism are becoming effaced by the operation of commerce and that the wellbeing of the country's business and civic affairs demand a broader conception and concert if we would take rank with the great commercial nations of the world.

To you who are gathered at the Capitol of the nation as delegates to this convention, it would seem superfluous to dwell upon the place occupied by commercial organizations in National development, for your presence is largely evidence of the fact that you, in your respective communities are units in your local commercial organizations, which, in turn, are units of the national body through which we all hope and believe the heterogeneous business of the country may be mobilized and gathered in a compact, homogeneous, and efficient fighting force for initiating those measures which time and experience have proven best adapted to the needs of modern business, either by means of national legislation or by such direct methods upon which there may be common agreement.

Civic Duties.

Up to the present time I have spoken almost entirely of the business reason for the existence of commercial organizations and their part in national affairs. But there are other phases having a direct and indirect bearing upon commerce in which such organizations only may but must engage themselves if they would be able to estimate the sum total purpose—achievement of competitive ambition and the prosperity and happiness of a nation. Not only must the benefits of commercialism receive your due thought and action, but there are other and fundamental problems calling out to you and your commercial organization for attention. The civic problems of the country which will affect the welfare of all the people have an immediate and important influence upon the lives and well-being of cities and States and consequently upon the country as a whole—the problem of the conservation of the nation's health; the betterment of living conditions; the cost of living; the protection of lives and property from the assaults of organized destructionists and no less, the protection of the so-called "honest people" from the glorification of organized robbery; the safe-guarding of the nation's natural assets and all other fundamental conditions which affect our daily lives and stimulate or retard our native energies.

It is clearly evident to those who have given the subject any thought or study, that largely through the influence of commercial organizations the widely scattered peoples of the country—those who form the civic and commercial structure of the nation—have, in recent years been drawn more closely together; the contact of man to man, of interest with interest, through the agency of commercial organizations, thus affording a better understanding of the problems of the country which will affect the welfare of all the people.

Such is the very essence and character of the movement which brings us from the four ends of the country to gather here in Washington, elbow to elbow, and carrying out the great principle of the human association which makes for friendly understanding and co-operative effort.

Interest Necessary.

But while we have come here for the purpose of forming the nation's commercial and civic affairs into a tangible unit, how well are we prepared to

Major Ports, Exporting More Than \$25,000,000 Worth

NEW YORK

Prior to 1871, nearly all of the waterfront of the cities of New York, Brooklyn, Long Island City, and the adjacent territory, which has since been incorporated into the consolidated City of New York, was under private ownership. The lands under water below high tide level were the property of the State, and the owners of riparian rights to abutting uplands, before constructing wharves or piers were obliged to obtain from the State the grant of the right to use the submerged lands required for the erection of piers and similar structures. The conditions of these grants were various in their terms and made without relation to any general or controlling plan. In consequence numerous private owners, having secured grants from the State, constructed many piers and wharves, each according to his individual views or immediate needs, upon a plan satisfactory to himself and without relation to any adjoining development. There was consequently great diversity in the length and size of piers and in the capacity of the water slips adjoining.

This unsystematic development amply served the needs of the earlier development of the commerce of the port, but with the lapse of time the development of the city's commerce, and especially the increase in the size of vessels, found this confused provision on the part of private owners to be inadequate. It then became necessary to systematize the unsystematic and unrelated structures of an earlier day.

Public Ownership.

Accordingly in 1871 the dock department of the City of New York was created and the State ceded to the city the control of all the lands under water. From its inception the dock department entered upon the policy of the acquisition by the city, as rapidly as possible, of its entire waterfrontage and the substitution for the old docks and wharves of more modern and capacious structures upon a comprehensive plan, in which each unit should bear logical relation to the remainder.

Pursuant to this policy, the city during a period of forty years has gradually acquired a large part of the waterfront land of Manhattan, and now holds in public ownership about eighteen out of the twenty-eight miles of waterfrontage of that division of the city.

In 1897, Brooklyn and several other municipalities were consolidated with the former City of New York. The conditions as to docks in Brooklyn and the other municipalities so absorbed were even more heterogeneous and badly arranged than in the case of Manhattan Island.

The policy of public ownership has been applied only in a relatively small degree of the waterfront of the section last referred to, although the city has within a few years acquired an important waterfrontage of nearly two miles in extent at South Brooklyn and has made minor developments near the Navy Yard and upon Newtown Creek. It has also made a beginning toward the development of that part of the Staten Island frontage facing the upper harbor.

Modern Piers Built.

The city has proceeded with comprehensive developments of that portion of the Hudson River waterfront lying between the Battery and Seventy-second Street. This development comprises a marginal way 150 feet wide directly adjoining the bulkhead, at an approximate cost of \$1,000,000. The marginal way has been actually opened between Liberty Street and Thirteenth Street, a distance of about two miles. Throughout this extent substantial stone bulkheads have been constructed in connection with modern piers of various lengths, the maximum being 1,000 feet. North of Thirteenth Street bulkheads and piers have been constructed, but the marginal way has not yet been opened, although the city has acquired the property. At a few isolated points the older piers yet remain, but broadly speaking adequate and commodious wharves have been provided throughout most of this extent. General development north of Seventy-second Street for commercial purposes is prevented by reason of the fact that the waterfront is set aside for park purposes, so that only a few piers are practicable, at the foot of a few important streets.

The city also has, as part of a comprehensive plan, constructed new and modern bulkheads and piers upon the Manhattan side of East River between the Battery and Corlears Hook, at which point the East River bends sharply to the north. Above this point it has built a considerable number of piers at intervals, as far north as Blackwell's Island, where the use of the waterfront is interrupted by a precipitous bank and a narrow channel.

Still further to the north in the Harlem neighborhood, the city has made very considerable dock improvements and has proceeded in concert with the development of both sides of the Harlem River for a great distance.

In South Brooklyn about a half a mile frontage owned by the city has been improved by bulkheads and piers of the most modern type. The largest of these piers is 1,650 feet in length and 150 feet wide, the adjacent slips being 200 feet wide, thus affording ample accommodation to the largest ships of the present day. The two adjacent piers are somewhat shorter, but are also of the most modern type.

The remainder of the city's waterfront in this section, lying about and immediately adjacent to the south bulkhead, has yet been improved. The outlay thus far made by the city upon this South Brooklyn dock property is approximately \$10,000,000.

Income from Rentals.

During the forty-one years from 1871 to 1911, inclusive, the city's outlay for docks has been \$162,476,000, of which \$33,000,000 was for the acquisition of water front properties, \$57,575,000 for construction, \$11,230,000 for maintenance and repairs, and \$7,665,000 for administration. During the same period it has received revenues aggregating \$86,300,000, derived mainly from rents, the majority of the piers contributed by the city being let on a long-term basis, and the remainder on a short-term basis.

Fourth—That connecting terminal railroads should be constructed immediately adjacent and parallel to the waterfront, having switch connection with the latter, and also connection with adjoining rail terminals and with factories and warehouses upon the line.

Plan New Pier.

These needs are recognized in the plans now pending for the reorganization of the port facilities of this city. The Board of Estimate and Apportionment has recently adopted plans for the construction of several piers 1,200 feet long or more, upon the Hudson River waterfront, near Fortieth Street. The estimated expense of these piers is from \$30,000,000 to \$40,000,000. The work will be relatively costly, inasmuch as the width of the river at this point precludes extension into the stream beyond the present bulkhead line. In order to obtain the desired length shoreward, excavation of some 400 feet through a rock ledge must be made.

As an alternative to this proposition, and possibly in addition to it, it is proposed to secure, if possible, piers of greater length in the portion of the waterfront lying between Twenty-third Street and the Battery, which at and near its center would be some 200 feet further in the stream than the present pierhead line, thus permitting the construction at that point of several piers 1,000 to 1,100 feet in length. This project, however, cannot be carried out without the consent of the War Department, whose engineers oppose the narrowing of the river at this point, although all other authorities believe that the river is here of such ample width that the proposed reduction would not be harmful.

The necessity for a general reorganization of the city dock and terminal facilities has long been evident and has recently become pressing. Plans for such reorganization have been under consideration for a considerable time and have at last reached the stage where a start has been made and the adoption of a comprehensive plan, suit-

NEW ORLEANS



With the Panama Canal 1,380 miles directly to the south, nearer by 600 miles than New York, and standing as the nearest great American seaport to Colon, New Orleans has been putting her house in order for fifteen years in preparation for the reversal of its natural advantages. How this has been done is an example of civic patriotism and far-sighted vision that even New York, with its preponderating influence, has found necessary to follow, for New Orleans, of all the seaports of the United States, was the first to take positive steps to defend itself of its great harbor facilities and the extent and character of its municipally owned waterfront and belt railroad switching terminals is a monument to the sagacity of the men who had the spirit and audacity to take time by the forelock and prevent the port from becoming a "rat hole" at the expense of private interests. New Orleans pronounced against private control fifteen years ago and refused to lease its wharves to such interests. The laws of the State said its river front must belong to the people. And it always has been owned by the people. But for many years private interests leased the waterfront to municipalities until the people saw the folly of a policy that permitted the monopoly of greatest asset, terminated the lease and entered into a period of municipal monopoly in which every citizen is a direct stockholder. From that date a belt railroad was built at New Orleans, turned upward and turn to day, with an expenditure of only some \$4,125,000, the wharves of the city are covered with modern steel fireproof sheds to protect cargo, and the tax on shipping has been reduced to a minimum, for the Dock Board is operated not for profit but to avoid expense, on an equal basis and at a minimum cost. In this manner was taken the first step to prepare New Orleans as a seaport to profit by her proximity to the Panama Canal.

Public Belt Railroad.

But that was not all. When the merchants and exporters found that the removal of the railroad terminals from the waterfront, the wharves were needed to complete the conjunction, they determined upon another venture which,

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of Commerce, Are All Striving for Better Equipment

BUFFALO

"What was the most important achievement of the year in your city in 1912?" Put that question to the average, or even the well-informed Buffaloian, and you will get a variety of answers.

"Our big increase in building operations," one will say.

"The industrial expansion and big increase in number of new factories located here," another will answer.

"Buffalo's growth in population; we gained 100,000," will be the opinion of the third.

Not one of them, at least not more than ten in 100,000 will answer that the greatest accomplishment, the one big achievement, the thing of paramount importance to every vital interest of the city is the fact that in 1912 all difficulties before obstructing certain water-terminal developments of Buffalo were wiped out with this result:

Ten Miles Added.

Ten miles of dockage ready for immediate improvement, for the building of slips, piers, wharves, &c., were obtained for the city. Of this frontage at least 2.5 miles will be owned in fee simple by the city itself, with the chance of increasing this by an additional 1,000 feet, the ownership of which is now in dispute between the Federal government and the city. Not only is this immense extent of dockage "available" for development, but plans are actually under way, in some instances advertising of the work is in progress, to utilize these water-terminal facilities in the quickest possible time. For short distances, improvements have actually been made. This additional dockage, it should be understood, is over and above that now in use in the city, and is not exclusive of Buffalo's present water-terminal facilities, which are so extensive that enough tonnage is handled here annually to make Buffalo one of the world's ten largest ports, a port so large that this winter, cargoes worth \$100,000,000 worth of vessel property was harbored here.

Niagara River Frontage.

Now has this additional dockage anything to do with plans under consideration and partly executed for the complete utilization of that portion of the Niagara River frontage extending from above Niagara Falls to Buffalo, and embracing Grand Island, a frontage estimated as including between fifty and sixty miles of dockage facilities, when developed?

It could not be inferred that the accomplishments of 1912 had their inception, execution, and completion all within the twelve-month period. That would have been too much of a marvel, but the story of what led up to the present situation is not easily told, and there being no record of the land titles involved in them, the detailed tale of the mustard seed and its growth. The results obtained in 1912 are gradually, as the culmination of a long period of endeavor, and it was merely a coincidence that the several projects involved were all settled in the same year. Hence the lack of general knowledge in the subject.

Fire Tug Indirect Cause.

Twenty-four years ago the city of Buffalo made an indirect cause.

- (2) Barge canal terminals.
- (3) Government ship canal.
- (4) Harbor line from Georgia to Jersey Streets.
- (5) Bird Island pier.
- (6) Buffalo River.
- (7) Squaw Island.

South Harbor Extension.

With reference to the sea wall and Hamburg Turnpike controversy, the interchange of land titles had practically completed in 1912, only a few outstanding questions remaining, and these requiring merely the approval of land descriptions contained in them. The settlement of these matters quieted all questions of title, which have interfered with the development of the water front of the South Harbor of Buffalo, covering a distance of about three miles.

All this land was acquired by the United States, and follows this frontage for a distance of 2,000 feet. The city of Buffalo has long been recognized as the leading port of the State, exporting and will retain that distinction again this year. The enormous exportation of cotton, which reached up into millions of dollars annually, has given the port prominence throughout Continental Europe. The largest single cargo-exporting firm in the world is located here, and steamers from all over the world carry anywhere from 10,000 to 17,000 bales of the staple across each trip. The compressing facilities are a marvel and it is of interest to know

at one end or Black Rock Harbor at the other end.

Government Ship Canal.

The Government Ship Canal, so called, extends from the headwaters of Niagara River to and through Black Rock Harbor to what Buffaloans refer to as the Lower Niagara Falls. This ship canal, at present, varies from 200 to 500 feet in width, and has a uniform depth of twenty-three feet, or about five miles long, and has just been completed.

Incidental to the construction of this channel, the government has built what is said to be the largest intracity lock in the world, at a cost of upward of \$1,000,000. This lock is finished and accommodates boats to a length of 700 feet and a width of seven feet. The entire channel, including the lock, has cost between \$1,000,000 and \$1,500,000.

By the construction of this channel, all that portion of Niagara River above Niagara Falls and below the reefs and rapids where Lake Erie emptied into the river is thrown open for industrial development, a territory easily embracing enough water above Grand Island included, to provide between fifty and六十 miles of navigable waterway. All this water frontage, through the new channel, is made accessible to the largest vessels now plying the Great Lakes.

Georgia Street to Jersey Street.

Another important harbor transaction which was closed during the year was the acquisition by the city of all that part of the water front extending from Georgia Street to Jersey Street, a distance of upward of 4,000 feet. The city already has plans in view for the immediate improvement of this property. The intention, at present, is to fill in all land under water to the harbor line, without piers or slips, but making provision so that lake freight and passenger boats can utilize the entire frontage. One-half of this frontage is now available for lake freight boats, because the United States ship canal follows this frontage for a distance of 2,000 feet.

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the amount of dockage provided by many contractors, and the cost of the same, whether it is to be paid in cash or in exchange for terminal or other facilities. The few remaining contractors involved in this part of the city's water front will get grants from the State of New York, and thereby will be enabled to fill in the land to the harbor line, or else construct piers to the harbor line. The indi-

WILMINGTON

Wilmington's place among other South Atlantic ports and as North Carolina's leading seaport, has recently come to be recognized with more importance to the State at large than ever before, on account of the opening of the Panama Canal in the near future.

Vast improvements in terminal facil-

ties to accommodate all classes of ocean traffic have been provided in the last two years in keeping pace with the construction of similar facilities to be utilized for the same purpose at Charleston, Savannah, and other South port cities, and this city will undoubtedly share in the Pacific coast traffic.

This has rapidly developed into a large distributing point which was inevitable on account of erection of eleven large terminal warehouses, making it the logical port of entry for a large territory. Steamers from European ports and South America arrive here almost daily with large cargoes of fertilizer constituents and a good portion of these raw materials from abroad, not utilized by local concerns, are distributed to large terminal warehouses and re-shipped to various ports throughout the State. Aside from this, sailing vessels with various cargoes received at our northern ports arrive here in large numbers and discharge at the warehouses, which supply the constant de-

smand from the interior.

Increased Facilities.

In 1909 there were only three small storage warehouses located at the port of Wilmington, and now there are forty-eight, and the tendency is to increase to a still greater number, and these are distributed along the water front, a distance of 4,000 feet. The city already has plans in view for the immediate improvement of this property. The intention, at present, is to fill in all land under water to the harbor line, without piers or slips, but making provision so that lake freight and passenger boats can utilize the entire frontage. One-half of this frontage is now available for lake freight boats, because the United

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GALVESTON

The greater harbor project now before Congress with the recommendations of the army engineers is the crowning effort of Galveston. In response to an act of Congress providing for a survey and making plans for improvements of inner harbor at Galveston, Capt. C. S. Riche in 1901 made a survey and report of a dike from the main land to Pelican Island. This plan was never adopted, and the present movement for a greater harbor practically dates from the Trans-Mississippi Commercial Congress of 1907, at Muskogee, Okla., when resolutions were adopted calling upon Congress to authorize an appointment of a board of engineers to examine and determine upon a systematic plan for the improvement of Galveston Harbor, taking in the Galveston channel, the Texas City channel and the Port Bolivar channel. The Congress of 1908 authorized the board, a hearing was held in June of that year, and a few months afterward Capt. J. C. Osakes, then government engineer in charge of the Galveston district, made a report recommending a plan of improvements of cost completed \$2,000,000 on a basis of 35-foot depth throughout. The plan contemplated the extension of the jetties, the widening of the Texas City and Port Bolivar channels, the creation of other channels along the harbor lines as needed by commerce, and the construction of a rock dike from Texas City on the mainland to Bolivar Roads along the north side of the Texas City channel. When the report came from the hands of the chief of the engineers, the plan in its essential details stood intact, but a 30-foot project was recommended and some other features were eliminated. The chief of engineers recommended an immediate expenditure of \$50,000 to extend the jetties, build the Texas City dike and widen and deepen all channels to thirty feet. In this shape the plan went before Congress in December, 1909, and it remains to be seen how much of the plan will be provided for by Congress.

Dike Proposed.

While this plan of harbor improvement has been approved and recommendations have been made to Congress for the appropriations, little has been done toward its development. The whole scheme of improvement is dependent upon the Texas City dike, which it is proposed to build along the north side of the Texas City channel from Texas City to Bolivar Roads. The channel of the dike will be 35 feet wide, the water space of 204,225 square feet.

The possibility to be derived in the development of the upper Cape Fear River is of great concern to the port of Wilmington at the present. It will mean an extensive river traffic with the many small ports along the water front to be of any consequence. The lumber industry is an important factor along the upper Cape Fear, and its recent development has made extensive demands for large concerns in all parts of the country investigating the possibilities along this line with a view to taking advantage of the wonderful timber resources and locating plants of various kinds can be secured in unbroken quantities at reasonable cost. Deeper water on the upper Cape Fear will open a new field of endeavor, and will be of great advantage to large manufacturing concerns. The large concerns located above Wilmington at present have united in their efforts to seek a greater depth of water, and satisfactory progress to that end is being made.

Wilmington's geographical position at the head of the Cape Fear ocean gateway, with 400 miles of inland navigation and six railroads extending in all directions, makes this port one of the most desirable distributing points on the South Atlantic coast.

H. B. BRANCH.

Secretary of Commerce of
of Wilmington, N. C.

of Wilmington, N. C.</p

Major Ports and Their Better Equipment Continued

NEW YORK

Continued from Page Four.

New York Dock Company and the Bush Terminal Company. The plans contemplate the utilization of these existing systems (in themselves altogether inadequate to meet the situation) by connecting them by the line which the city is to construct.

As the result of this public undertaking, a considerable number of private piers now existing in Brooklyn will be reconstructed upon plans acceptable to the Dock Department, and in addition thereto, a large pier of the most modern type will be constructed by the city upon its own property.

In respect to this particular section a very careful and prolonged study has been made of the best terminal developments in Europe and in this country with the purpose of providing a system that shall eliminate all wasteful outlays. The terminal buildings and warehouses contemplated in this section will provide for mechanical handling and direct rail shipments without the necessity for cartage, so that for a large industrial section of New York City ample terminal and waterfront facilities of the most modern type are assured.

In addition to what the City of New York has planned, the movements have likewise been determined upon by the State and are now in progress. These comprise ample facilities for the accommodation of the enlarged traffic which will follow the completion of the Erie Canal. The State has provided for the acquisition of a number of sites for canal barges terminals along the waterways of the Hudson River, East River, and the Harlem River, where suitable and modern bulkheads, piers and terminal warehouses will be constructed. In addition, a very large area has been acquired for a general canal terminal on the shores of the Genesee River at about the center of that part of the Brooklyn waterfront whose improvement the city has undertaken. These facilities will be co-ordinated with those which the city is to provide.

Another phase of harbor improve-

ment not directly related to that described above is the development of Jamaica Bay, which is an inlet of Long Island Sound southeast from Brooklyn, opening directly from the Atlantic Ocean. The United States Government and the City of New York are co-operating in this improvement. The channels are to be dredged at the expense of the United States. The work is actually in progress under the direction of the city, which has appropriated \$1,000,000 for that purpose, for which it will later be reimbursed by the United States Government. This is merely the initial step in an extensive pier development which the city has projected for that section. It will, however, probably be a long time before the work reaches a stage where it will be available to the uses of commerce. It will undoubtedly be considerably later than the completion of the new section of the canal.

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FREDERICK B. DE BERARD,
Statisticalian, Merchants' Association,
of New York.

BOSTON

Continued from Page Four.

Jeffries Point, East Boston, and to construct highway bridges, and railroads, the object being the construction of a first-class railroad and water terminal on that side of the harbor. Here it is the intention in the near future to build two piers, each to be not less than 1,200 feet long and 150 feet wide. For this work tentative plans have been prepared.

Meanwhile a new fish pier, 300 feet wide and jutting 1,200 feet from the Commercial wharves of South Boston, is rapidly approaching completion. This great work was inaugurated at the instance of the Harbor and Land Commission prior to the arrival of the directors of the port. It will be the largest wharf in the world entirely devoted to the fishing business, and will strengthen Boston's claim to recognition as the second greatest fishing port in the world.

Work to make the approaches to the harbor more accessible to steamers of greater draft has been progressing steadily, and the river and channel plan approved in July last provides for an examination and survey of the harbor with a view to securing increased width and depth in the channel from the inner harbor to the sea.

Tentative plans have been submitted to the United States Engineers for a dredging project from President Roads to the sea, 2,000 feet wide and 45 feet deep, and two channels from President Roads to the inner harbor, each 1,200 feet wide and 40 feet in depth. Various improvements of minor waterways adjacent to the harbor are in progress.

New Ships for Port.

Boston's commercial interests, and those concerned in their future, have been very much alive of late to the necessity of presenting in their proper light the claims of the port to consideration from steamship companies, and the efforts have been crowned with gratifying success. In addition to the decision of the Hamburg-American Line, there are other announcements that speak well for the future of the port, and nearly 10,000-ton ships now building for the Hamburg-American Line are intended for their Boston service. A Portuguese subsidized line from Lisbon to Boston is to be inaugurated.

The Norway-Mexico-Gulf Line announces its intention to institute a direct service between New York and Boston upon the completion of 1913 of the line which has come to the stocks. During the current month (February) the United Fruit Company will place three new 5,000-ton steamers on its Boston-West Indies service. In addition new or improved steamship service from Boston to various ports seems to be an easy accomplishment.

It is unnecessary to continue the enumeration of instances to prove that life has come to the progress of New England's maritime interests. The Boston Chamber of Commerce has every reason to find satisfaction in what has been done and what seems certain to be accomplished in the not distant future to be had in Boston itself, and its share in the achievements. That a campaign for port progress was a logical necessity is now fully realized.

Realization of Boston's need for active constructive work for port development came more fully as appreciation became more general of the natural advantages that belong to Boston by virtue of its situation. The of late years especially pointed out advantage of Boston in proximity to Europe and to South America has never been so appreciated as since the near approach of the completion of the Panama Canal centered public attention at the port.

Boston's harbor has always born an enviable reputation for its facilities for speedy entrance and egress, and with the great improvements due to the broadening and deepening already accomplished and in prospect, these time-saving advantages will be greatly augmented.

To these natural advantages are added to be joined those adjuncts which can alone be supplied by the intelligent use of money and brains. All that was required was sufficient quickening of the public pulse to the emergencies that confront a great and growing community whose transportation and facilities are unequalled. The start is usually the slowest moment of a race. Public sentiment is back of the movement for port improvements, and it seems unlikely that it will be satisfied with anything less than the best that conditions warrant.

That the work is to be done is evident, and that it must be projected on a comprehensive scale is admitted on all sides, and with realization of the size of a battle come improved chances for winning it. Boston and Massachusetts have begun to think and plan largely in the matter of port progress, and the future foreshadows great undertakings and accomplishments.

JAMES A. MCKIBBEN,
Secretary Boston Chamber of Commerce.

BUFFALO

Continued from Page Five.

bridges, the city itself is in a position to act promptly at the proper time. In fact, it already has started proceedings for the removal of the bridges, and preliminary plans are out.

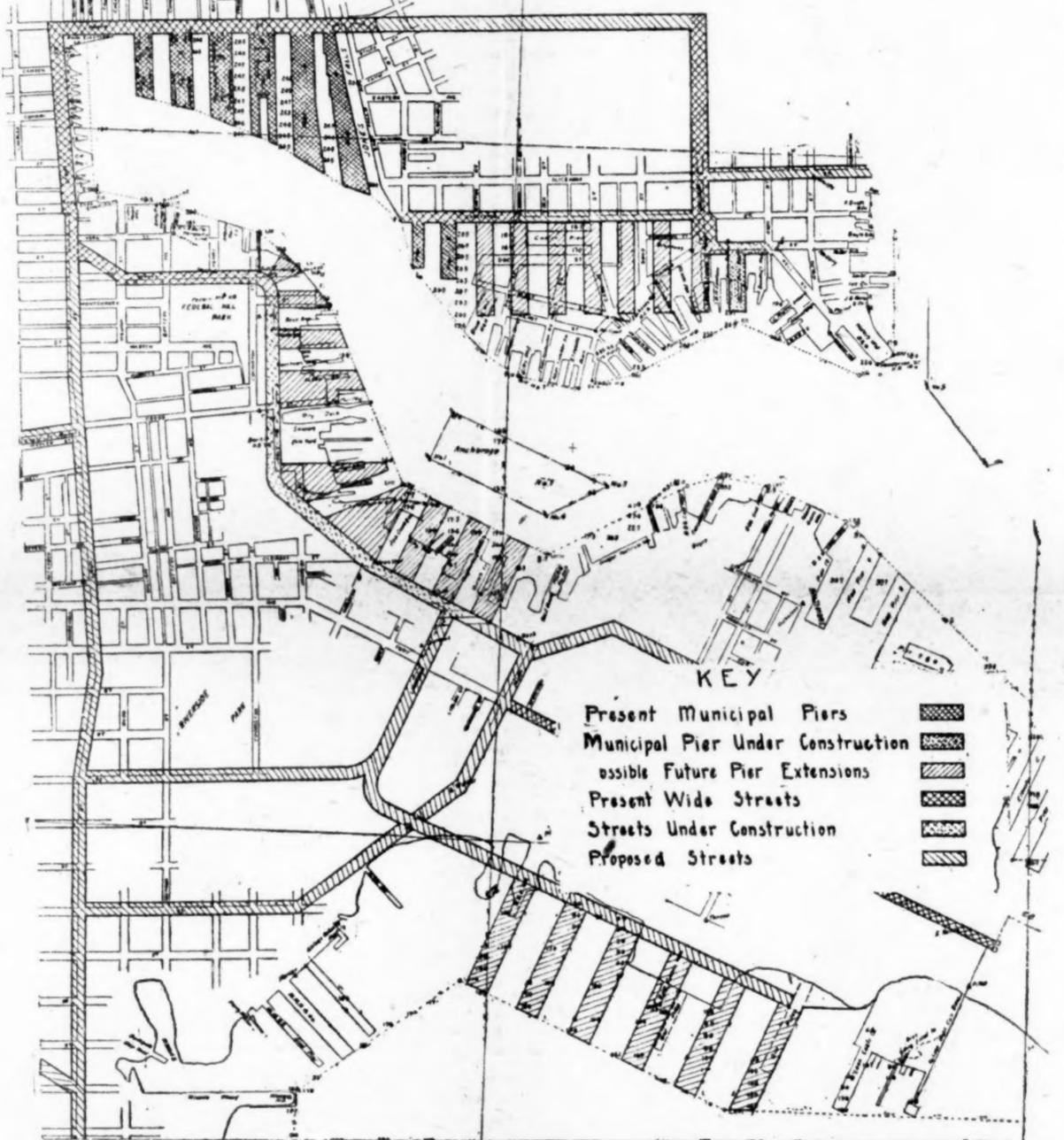
With the bridges, which heretofore have had no navigation, out of the way, it is proposed to dredge the river to the city line, thus making more than six miles deep enough for navigation by lake vessels. This would afford a total linear dockage of twelve miles. The amount available at the present time covers a distance of three and one-half miles from the mouth of the stream, or a total linear dockage distance of seven miles. The improvements, therefore, will give five additional miles of dockage facilities.

The appropriations for the work have all been made. The portion of the work which must be done by the city will cost about \$1,000,000 for the channel, and about \$25,000 for the bridges. Private interests will spend as much more.

At Squaw Island.

The Squaw Island project is a strictly private enterprise. This island, embracing about 110 acres of land, was owned for many years by English people, who merely held it as an investment, and made no attempts at improving or utilizing the property in any way. A few months ago Buffalo interests acquired the island by purchase, and have plans under consideration for converting it into an industrial and terminal center. The island is situated in an ideal location for such purposes. It is contiguous to an excellent harbor market, and will have both water and rail shipping facilities. The water transportation will include both the New York State barge canal system and the lakes. Proceedings are now in progress to obtain the necessary connections with the mainland, and when these connections, in the form of bridges, are in place, the industrial and terminal development will proceed with great rapidity. Elevators, warehouses, factories, and transhipping facilities from lake to rail and canal, and vice versa, will be provided.

Present Municipal Piers
Municipal Pier Under Construction
Possible Future Pier Extensions
Present Wide Streets
Streets Under Construction
Proposed Streets



Map showing waterfront of Baltimore, except the projected facilities on the south side of the Patapsco River.

PORTS OF THE WORLD

A Billion Dollars Spending in Improvements to Handle Deep Sea Commerce.

(Chicago Commerce)

The world around—Canada, South America, Europe, and elsewhere—is a universal movement for the development of ports. The single great impulse to this growth is the desire to increase the volume of foreign trade.

Montreal has spent \$15,000,000, and is

planning great extensions.

Toronto contemplates an expenditure of \$18,000,000 in harbor and water-front improvements.

Halifax is discussing the outlay of at least \$30,000,000. The Pacific ports of Vancouver and Victoria propose extensive development for trans-Pacific business.

Ports of the Gulf are preparing for an unexpected increase of business upon the completion of the Isthmian Canal.

The government of Chile has authorized a \$20,000,000 loan for port improvements at Antofagasta and Callao.

Venezuela alone is to spend from \$12,000,000 to \$15,000,000 in the next four or five years. This means improvements of the most modern and efficient character. Of course with the improvement of Pacific ports goes proposed important extensions in Pacific coast and trans-Pacific ship services.

Peru is also making great strides in the port improvement spirit, but not yet the available wealth or trade for extensive expenditures such as are being planned by Argentina, Brazil and Chile. In five Brazilian ports the great sum of \$125,000,000 may be devoted to port development.

In the next five years \$27,000,000 will be spent on docks at Buenos Ayres.

London, the world's greatest port, proposes to spend on improvements in the Thames \$70,000,000, one new dock consuming for this purpose more than \$10,000,000 and five years of labor.

It can be gathered, however, from all that has been set forth that Buffalo and Baltimore are in the lead in the importance of their cities as a port, and that they are not only prepared to avail themselves to the fullest of the opportunities within their grasp, but are planning on lines broad enough and comprehensive enough to cope with the national aspects of the situation so that the Battle Creek of the Great Lakes region will be made the greatest port in the world.

The port of Bologna is spending about \$6,000,000, and, by the way, it may be mentioned that the German shipping companies have taken especial interest in the development of this deep sea French harbor. They propose, when

facilities are ready for them, to send more liners to this port and even to abandon Cherbourg. The point of this is to make speedy communication between Germany and North and South American ports.

The port of Calais is also under development.

On the other side of the world Yokohama is preparing to open a Panama canal with the expansion of harbor limits.

To sum up, it is estimated that throughout the world for the promotion of waterborne commerce there will be spent on ports and harbors in the next five years more than \$100,000,000.

In the United States, aside from the above mentioned Gulf ports improvements, it is planned a scheme requiring expenditure of \$30,000,000 in the next five years.

The latest project of the commissioner of docks of the City of New York provides for expenditures amounting to nearly \$8,000,000.

In 1912 Philadelphia will probably spend \$3,500,000.

Boston is starting in on great improvements, requiring an outlay of \$9,000,000 and the appropriation has been made.

Los Angeles has pledged itself to spend \$10,000,000 in the next few years.

Charleston will erect municipal docks and warehouses.

New Orleans plans a cotton warehouse calling for the possible expenditure of \$18,000,000.

San Francisco is operating a port development plan under a bond issue of \$9,000,000.

Congress has allotted to Port Arthur, Texas, \$2,000,000.

Port improvements at Mobile are also commensurate with the functions of this gateway.

Better ports, of course, mean bigger

and better ships. In 1912 the total gross tonnage built in the United States was 262,468. Shipyards in the maritime countries have been working nearer capacity than has been the case in several years. Comparatively speaking the steamship is superseding the sailing ship, but the steel cargo carrier is not yet standardized. Specialization continues despite the old time tramp has seen its best days. Engines of the Diesel type are coming into use and builders are taking up the new oil engine.

The size of freight ships during the last ten years has steadily advanced. They are now building fifteen vessels of 12,000 tons and upward. The carrier of largest tonnage being the Cunarder, Lusitania. The engines of many ships have been refitted to provide for the alternative use of oil on coal. The oil fields of California and Mexico are still the use of oil burners on the Pacific coast.

It is reported that the great Olympic will have the space between its outer and inner skin devoted to oil fuel bunkers.

In the last three years there have been completed, according to Lloyd's classification, oil-carrying vessels and nineteen other vessels, measuring with oil fuel bunkers. Sixteen of these had complete oil-burning appliances. At present there are forty-five oil-carrying vessels and nineteen others being built with oil fuel bunkers. Forty-four of these will have complete oil-burning installations.

The demand for steamers carrying oil in bulk has undergone increased.

Eighty-seven such vessels have been approved by Lloyd's.

During the last year ships have doubled their earnings. Tramp steamships twenty years old and more have sold for almost as much as their original cost and put into service.

STATISTICAL TABLE.

Showing Exports During Three Calendar Years from Twelve Leading Ports.

	1910	1911	1912
New York.....	705,261,987	801,074,778	801,346,175
Galveston.....	201,875,443	197,174,811	280,000,000
N. Orleans.....	155,218,749	155,615,150	170,816,271
Baltimore.....	74,122,370	94,845,755	100,498,554
Savannah.....	66,290,344	83,447,496	83,447,496
Philadelphia.....	69,452,316	71,121,381	72,000,000
Boston.....	39,575,699	50,022,331	65,822,248
Baltimore.....	36,412,729	44,249,174	58,239,803
Detroit.....	29,351,343	38,284,351	32,762,666
San Francisco.....	27,404,766	24,081,123	27,288,998

*Includes Charlestown, Mass.

The imports into Switzerland from the

United States in 1911 formed 4.17 per cent

of the total Swiss import. The exports

from Switzerland to the United States equalled 11.31 per cent of the total Swiss export.

GEORGE HEIMROD,

American Consul, Berna.

BERNHARD FREUDENSTEIN,

Cincinnati Chamber of Commerce.

The Civil Service Commission

is past seven

voting its efficiency

personnel

to engage

Municipal Research Is Aid in Solving Problems

Exhibits of Work of Government, Following Examination of Methods, Keep Citizens Informed.

By MURPLE CERF.

In November of last year, the various municipal departments of the city of Milwaukee showed to the citizens of that city, through interesting exhibits, several activities in which they were engaged. The exhibit, which was commonly known as the Budget Exhibit, followed the lines suggested by the municipal exhibits in New York, in which an endeavor was made to set out before the public in an understandable way the many varied undertakings in which a city is engaged, and the intricate problems which the officials are called upon to solve.

The Auditorium in Milwaukee was the site of the Bureau of Economy and Efficiency. A large drawing which decorated the room, and on which appeared the words "The Purpose To Point The Way," indicated the spirit of the bureau's organization. This bureau was the first created in the United States from within the government. Its funds were provided by a contribution by the Comptroller, and its expenses were to be met by the bureaus organized by the administration.

It had the full co-operation of the officials and employees of all the departments. Its work was divided into two main sections, designated (1) the efficiency of the service, and (2) the social survey.

The efficiency survey was planned to make thorough study of the details of accounting methods and the business organization of each department of the city, and contemplated providing monthly bulletins showing unit costs of each activity.

The social survey, which was financed by outside agencies, owing to the limited appropriation of the bureau, confined itself in the main to a study of the social conditions that bore a direct relation to the efficiency of the Health Department. This bureau was legislated out of existence by the administration which came into power early in this year.

New York Bureau a Pioneer.

The creation of the Milwaukee bureau followed six years of effort on the part of the New York Bureau of Municipal Research to correct conditions in the city of New York. The work undertaken by this bureau in 1907 was initiated by a group of public spirited citizens, and resulted in saving millions of dollars through recommendations for reorganization and its checks upon waste and extravagance. The New York bureau has worked from without the administration and has been without power to enforce its findings. It would therefore seem that it had best be organized as part of the government. The objections indicated above to making it an independent body or to placing it under the Comptroller do not hold when thought is given toward making it a part of the Bureau of the General Commission. Business and personal efficiency are so closely correlated that a study of one cannot be made without including a study of the other, and a reorganization of the methods of transacting business reflects immediately the requirements of a personnel to carry out the changed methods.

The President's Commission.

At Washington, the President's Commission of Economy and Efficiency, composed of the leading townspeople, millions of dollars annually. In Wisconsin the State Board of Public Affairs is studying the social and economic conditions of the State, and is planning a thorough revision of the accounting system and business methods of the various departments.

State laws will govern the determination by each city as to the proper basis of organization of its Bureau of Public Efficiency. Wherever placed, however, it must be recognized that co-operation will be the keystone of its success; that practicality must be the foremost aim of officials, that full credit must accrue to those departments which are improving their conditions.

Experts in accounting, sanitation, engineering, organization, purchasing, and social welfare, are needed in every city in the country. And there is great reason that the public could be appealed to in a realization that the efficiency of our cities is greater in volume than that of most large corporations, and has all the complexities of our largest enterprises, and that it calls for the best services of its most intelligent citizens. A Bureau of Public Efficiency can do much toward bringing about an enlightened citizenship.

MURPLE CERF,
Madison, Wis.

IMPROVEMENT OF SANDY SOILS

New Jersey Experiment Stations Try a System of Cropping and Fertilizing.

LAND SHOWS LARGER RETURNS

(Compiled from New Jersey Station Bulletin No. 21.)

In 1904 the New Jersey experiment stations undertook experiments at Hammonton, on the light sandy soils of Southern New Jersey, which had as their object the working out of methods of cropping and fertilizing. The results secured on these soils might secure a sufficient supply of succulent forage for their cattle and gradually improve the productive capacity of the soil.

The soil experimented upon was typical light sandy soil which holds water "but indifferently" well and dries out quickly. It contained approximately of about 200 acres in New Jersey and of large areas in other States of the South Atlantic seaboard.

The soil used in the experiments had in previous years received applications of both manure and fertilizers, but was not very productive. In preparing the soil for the experiments the following materials were applied: Lime, 1,000 pounds; acid phosphate, 320; ground bone, 100; manure of potash, 160; and dried blood, 100, 150 pounds per acre. In addition to these, three of the plots received each 15 pounds of nitrate of soda at the rate of 50 pounds per acre, while the others were tilled at all.



HORTON CORWIN, JR.,
Connellor.

Representing the North Carolina Pine Association in the Chamber of Commerce of the United States of America.

Mr. Corwin, a resident of Edenton, N. C., was born in Orange County, N. Y. He received his early business education in the firm of Ketcham & Co., at Saginaw, Mich. Later he became identified with Ketcham, Bannister & Co., at Erie, Pa. Upon the retirement of that firm Mr. Corwin entered the employ of T. E. Galvin & Co., of Philadelphia, and became a partner of this firm with Mr. A. W. Vonathey. Mr. Corwin spent twenty-four years in this connection, and during the latter part of that period the entire business was under his direction. Upon the retirement of Mr. Vonathey, Mr. Corwin became secretary and treasurer of the Branning Manufacturing Company, and in 1901, following the death of Mr. Branning, Mr. Corwin was chosen president and treasurer of the organization. He was also elected to similar positions with the Wellington and Powelton Railroad Company. A little later Mr. Corwin became the general manager and sole directing head of the lumber and railroad corporations, centered at Edenton, N. C.

A twofold purpose. It permitted larger yields of crops, since these crops, particularly rich in nitrogenous constituents, It permitted, also, the fixation of large amounts of atmospheric nitrogen by means of these crops, and the addition of a part of it to the soil. With a plentiful supply of phosphorus, added, and with these, there was no difficulty at all in obtaining the nitrogen for the animals and the protein for the animals at comparatively slight expense.

Succulent foods for the animals were available for a considerable portion of the growing season. Of course, no attempt was made to establish a complete soil system, it being the purpose of the experiments to demonstrate merely that such a system may be made both practicable and profitable.

Mr. Corwin's fertilizer rates ranged from \$1.92 to \$3.52 per acre. The cost of subsequent applications was small, not exceeding about \$4 in 1905 and 1906.

The value of the crops in 1905 was \$40.92 in 1906, \$46.07 in 1905, and \$76.96 in 1907. It is thus seen that-

Returns Are Increased.

The returns from the land showed a gradual and marked increase. Excluding those of 1904, when only one crop was secured, the value of the crop in 1905 exceeded the cost of fertilizer by \$16.92. The gain in 1906 was \$64.07, and in 1907 \$76.96.

No attempt is made here to allow for the cost of seed and labor, for it was the purpose of the experiments to demonstrate merely that the growing of forage crops on light soils may be both practicable and profitable, while increasing at the same time the productive capacity of the land.

The valuation placed on the crops, which we believed justified, was based on the fact that a depth of three feet of water at low tide will be secured across the bar.

"At this time the Northwestern Pacific Railroad Company is actively engaged in completing the 105-mile gap in its line, which will then connect Eureka and San Francisco, a total distance of 238 miles.

It will be finished by the end of 1913 at a cost of \$100,000,000.

This may not be much of an event for some places, but when it is remembered that Eureka is the largest city in continental United States without direct rail connection with the rest of the country, you may be able to estimate its importance to us."—The Humboldt Chamber of Commerce, Eureka, Calif.

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THE CONSULAR SERVICE AND ITS IMPROVEMENTS

Speech of Wilbur J. Carr Before First Annual Meeting of the Chamber of Commerce of the United States of America.

A great deal has been said about our consular service, both good and bad. Both praise and condemnation have been showered upon it, and during the last few years a great deal has been said of its achievements and of its value; but I have seldom seen mention made of more than two or three of the many activities and duties of the consuls. Those of us who read the Daily Consular and Trade Reports every morning gain the impression in the course of time that the only reason for a consul's existence is the gathering and reporting of trade information published in that document. Others whose contact with the consul happens to be from a different angle gain an entirely different impression. I have even heard traveling Americans condemn the entire consular service in the most severe terms because the consul at their last stopping place had failed to invite them to dinner, which was their understanding of why consulates were maintained.

It is a fact that a large part of the time of American consuls is directed toward investigating and reporting upon trade conditions abroad; discovering opportunities for the sale of American products; aiding American salesmen by advice, introductions, and in other ways to obtain orders for American exporters. The activities of our consuls in these directions are so well known to you through the published reports and the press, and the utility of their work in this field has been so well attested by business men throughout the country that I shall not comment upon it further at this time.

Political Duties.

But consuls are not alone commercial agents. They are also political agents of their government, reporting upon the political affairs of the region in which they reside to their government and their diplomatic representative and in this manner assisting to protect the national as well as the individual interests of the United States and its citizens. Many important and necessary functions are performed in connection with the merchant marine such as settling disputes between masters and seamen, relieving sailors in distress. As agents of the government consuls are charged with many duties connected with issuing passports, authentication and legalization of documents, granting of certificates of various kinds, and the registry of births, marriages and deaths. As officials acting in a ministerial capacity they perform various kinds of notarial acts, including the attestation of documents, the administration of oaths, and the taking of testimony; they act as legal protectors in some circumstances guardians of the interests of their fellow nationals, to the end that they may peacefully follow their commercial or other pursuits in foreign countries, that their property there may be protected, and that in case of death their estates may be cared for. Oftentimes they act as arbitrators or judges, and in some of the less highly civilized countries they exercise the judicial authority of the United States over American citizens and their controversies. As sanitary police agents and administrators, they protect the people of this country from the introduction of injurious diseases through their systematic reports upon health conditions and the inspection and study of the sanitary history of vessels leaving foreign ports for the United States. The enforcement of the pure food laws in respect to imported merchandise begins abroad in the American consulate as does also the enforcement of the customs laws of this country.

The functions mentioned are those that pertain to practically every consulate. The list does not include many special or unusual functions pertaining to particular countries or posts. You will, however, readily understand that the functions of the consular service, to the extent that they are now carried on, are an entire rearrangement of the salaries, particularly consuls general and consuls, based on the cost of living in the various cities. The present salary classification is unjust in many respects both to the government and to the officers. The establishment of a new scale of compensation for the consuls general in Europe at one of the small, but at present very important posts in Mexico, has done so much to appoint the consul general to the smaller post at perhaps a third of his present salary. Obviously, under such conditions it is impossible to utilize the officers of the service to the fullest advantage. The Sulzer bill may not go as far in its provisions as some of us might like, but it is evident that it would be a long step toward giving the existing organization of the diplomatic and consular service that stability and permanency which is indispensable to efficiency. I know not what the attitude of this body may be toward the bill, but I hope that it may be disposed to give the measure its approval and support.

Competitive Work.

The establishment in the department of an efficiency record of each consul as a basis for promotion and retention had the effect of causing the officers to realize that henceforth their fortunes in the service would depend, not upon favor, but upon the work they were able to accomplish. Since then there has been more and more evident an entirely new spirit through the whole organization, and our consuls have become a body of hardworking, alert, and resourceful men, devoting their best energies to the efficient administration of their offices and to discovering new facts of value to their country and the interests of advancing their country's interests.

The consular offices themselves have as far as practicable been brought out of the back streets and the suburbs and appropriately and conveniently housed in the business centers of the cities in which they are located. They have been established in the larger American-made furniture and office appliances and given a more distinctively American character than ever before. The policy of employing American clerks as far as practicable has been consistently maintained and has everywhere been regarded as a distinct gain to the service. The introduction of the American-made furniture and office appliances since 1906 has not only uncovered and eliminated dishonesty and immorality, but has had a remarkably stimulating effect upon the whole organization, has made possible the standardization of methods and great improvement in the general moral of the organization.

Spoils System.

From what has been said it would naturally be supposed that the men selected to discharge the duties of the service would be men of a high order of ability, of irreproachable record, and of personal aptitude for the work to be done. Yet it is a fact that until a few years ago no consul positions were given to men of all kinds and descriptions, from retired business men who wished to live abroad as government officials to broken down gamblers and scoundrels. The man with a shady reputation in his own community was not denied a post now and then. These men went abroad, drew their salaries, worked when they pleased, conducted themselves much as they pleased, and when their party lost control of the government, were sent back to the East, to the unhealthy climates, in the places where comfortable pictures are not obtainable, we should own residences and offices for our consuls. By so doing, we should gain vastly in prestige, both locally and in the eyes of the world; we should increase the efficiency of the foreign service, we should do the right and proper thing by the officers that are sent abroad to represent this country; and besides, the investment, if we should care to consider that point, would be a good one. There is pending in Congress at this time a bill appropriating half a million dollars for the construction of a new consular building at a number of places which has the recommendation of the Committee on Foreign Affairs. It should become a law at this session and thus enable the first step in the direction of acquiring homes for American diplomatic and consular officers to be taken.

to such localities in this country as could be benefited by their presence. Perhaps later on this can be done.

But it is not alone in the commercial field that the new consular service has shown its value in the protection of Americans traveling or engaged in various enterprises in foreign countries the new service has shown itself to be unusually effective. During the disturbed conditions in Mexico, for example, the consular service has been one of the chief factors in protecting the lives and property and their interests in that country. This is equally true of other sections of the world in which there have been in the last few years revolutionary or political disturbances involving the interests of Americans.

Greater Efficiency.

As a patriotic American, this improvement in the efficiency of our consular service is gratifying to me, and I am sure it is to you. I feel most strongly, however, that we should not only retain all that has been accomplished within the past six years, but that we should strive to bring the consular service to a far higher standard of efficiency and usefulness. The influence of our consul here in this country is too great in both a political and commercial way for a public spirited citizen to be satisfied with anything short of the best foreign representation it is possible to obtain. The more our people come to travel and invest their capital in foreign countries, and the more our foreign commerce expands, the more indispensable will become highly trained and professional foreign service—not only consular, but diplomatic as well.

Sulzer Bill.

In considering the consular service, it must be remembered that the present organization rests not upon law, but upon an order of the President, which may be revoked at any time by one of his successors. While prior to the new of us believe that the President would be inclined to annul the existing regulations and thus destroy the work of the last six years, I am led to think that the commercial organizations and the business men of the country will not be satisfied until the principles upon which the service is based are embodied in law. At present organized are embodied in law, but it is proposed before Congress a bill known as the Sulzer bill, designed to accomplish this purpose. It has been approved by many commercial bodies and business men, as well as by the President and the Secretary of State. It proposes to create examining boards for the commercial and foreign service, to prescribe the principal subjects in which candidates shall be examined, to grade the secretaries in the diplomatic service, and to require efficiency records for both services to be kept in the Department of State. In other words, the bill proposes to give the service the same kind of permanent organization of the existing regulations, in respect both to the diplomatic and to the consular service, and thus make those regulations permanent. The bill is also designed to cause appointments to be made to grades instead of to places in order to meet with branches of the service more elastic. The importance of this you will realize when I tell you that under our present organization if the President wished to utilize the services of the most efficient consul general in Europe at one of the small, but at present very important posts in Mexico, he could do so by appointment to the consul general to the smaller post at perhaps a third of his present salary. Obviously, under such conditions it is impossible to utilize the officers of the service to the fullest advantage.

The Sulzer bill may not go as far in its provisions as some of us might like, but it is evident that it would be a long step toward giving the existing organization of the diplomatic and consular service that stability and permanency which is indispensable to efficiency.

I know not what the attitude of this body may be toward the bill, but I hope that it may be disposed to give the measure its approval and support.

Salary Regulations.

But the passage of the Sulzer bill will not accomplish all that the foreign service requires for its future improvement. Assuming that the commercial bodies of the country really want a live, efficient, and representative diplomatic and consular service, they would do well to interest themselves to bring about such legislation as will make the service at least a hindrance to the advancement of the country at the present time. One suggestion need

is an entire rearrangement of the salaries, particularly consuls general and consuls, based on the cost of living in the various cities. The present salary classification is unjust in many respects both to the government and to the officers. The establishment of a new scale of compensation for the consuls general in Europe at one of the small, but at present very important posts in Mexico, has done so much to appoint the consul general to the smaller post at perhaps a third of his present salary. Obviously, under such conditions it is impossible to utilize the officers of the service to the fullest advantage.

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Better Harmony.

Another important matter, and one deserving your consideration, is the need of appropriations for acquiring residences for our diplomatic and consular officers. We should own the residence and office occupied by the American diplomatic representative in every capital in the world. It should not be a show place, but it should be decent, respectable and representative of the great country as this.

In the East, in the unhealthy climates, in the places where comfortable pictures are not obtainable, we should own residences and offices for our consuls.

By so doing, we should gain vastly in prestige, both locally and in the eyes of the world; we should increase the efficiency of the foreign service, we should do the right and proper thing by the officers that are sent abroad to represent this country; and besides, the investment, if we should care to consider that point, would be a good one.

There is pending in Congress at this time a bill appropriating half a million dollars for the construction of a new consular building at a number of places which has the recommendation of the Committee on Foreign Affairs. It should become a law at this session and thus enable the first step in the direction of acquiring homes for American diplomatic and consular officers to be taken.

Merit System.

By administering the consular service according to the strict principles of the merit system, and having these principles written into the law; maintaining the offices in an efficient and dignified manner; giving each officer a salary upon which he can live in a respectable manner, and providing government-owned offices and residences at places where there is no local government, we can after this field many of the best young men that this country produces and increase the efficiency of the foreign service organization many fold. And I venture to suggest these subjects for your consideration because of my conviction that upon the interest and support of this organization, the success of the Sulzer bill depends.

This is the opinion of Mr. Trezvant, a letter to the members of the committee thus defines the work of the committee:

"Mr. Trezvant advises me of your appointment as a member of a committee of the American Association of Commercial Executives, to be known as the Committee on Standardization."

"This title is somewhat vague, but I think we will all understand what is meant: As I understand it, we are a committee to investigate various forms of commercial organizations, considered structurally, and make a report explaining the different forms, with such comment on the principal uses as we may care to make, by way of praise or adverse criticism; if we find ourselves able to do so, to recommend a particular form for commercial organizations, with a view to (1) assisting organizations which are in the act of formation; and (2) suggesting possible improvements in structure to organizations already formed which they may adopt from time to time as changes in their by-laws seem to them to be necessary or desirable."

"If you disagree with this definition of our duties, it is hoped you will say so frankly."

"It has occurred to me that perhaps it would be helpful if each member of the committee would prepare a set of broad, fundamental principles which in regard to the basis for a successful commercial organization; principles upon which by-laws should be constructed."

"It has occurred to me also to ask you whether it would not be wise to investigate the structural forms of British and Continental chambers of commerce. Will you please advise me of your opinion on this."

Director, U. S. Consular Service.

Since 1906 nearly five hundred men have

STATISTICS OF CITIES

Census Report on Financial Statistics of Cities of Over 30,000 Inhabitants in 1910.

Washington, D. C., Feb. 14, 1913.—A preliminary statement of a special report on financial statistics of cities of over 30,000 inhabitants in the United States in 1910 was issued to-day by Director Durand, of the Bureau of the Census, Department of Commerce and Labor. The statistics were prepared under the direction of Le Grand Powers, chief statistician for finance and municipal statistics.

This report is one of a series of annual reports such as have been issued by the Bureau of Census, the first one of which presented statistics of cities for the fiscal year 1902. Besides the general tables, it contains an introduction setting forth the scope of the inquiry, defining the various financial and accounting terms employed, and explaining the significance of the data presented. Data are presented for 184 cities of continental United States. These cities comprise all that were given a population of 30,000 by the census of 1910.

The report presents in considerable detail the receipts, payments, assessed valuation, rates and levies, indebtedness, and values of public properties and public improvements.

The increasing governmental costs of cities and a corresponding increase in revenue receipts is shown in this report by a comparative summary of the revenue receipts and government cost payments for 145 cities for the years 1902 to 1910.

During those years the revenue receipts of the 145 cities increased from \$419,810,001 to \$717,882,323, an increase of 66.6 per cent, and the payments for permanent public properties and improvements increased from \$128,083,343 to \$266,244,078, an increase of 107.0 per cent. These increases were greater than the corresponding increase in the population, as is evidenced by the increase in the per capita revenue receipts from \$20.12 to \$27.24, a gain of 35.4 per cent.

The per capita payments for expenses and interest increased from \$16.37 to \$20.53, an increase of 25.4 per cent, and the per capita payments for permanent properties and improvements increased from \$6.13 to \$10.21, an increase of 66.6 per cent.

Revenue Receipts.

The revenue receipts of the 184 cities included in the report amounted to \$759,042,445, and were from sources and in amounts as follows:

Property, business, and poll taxes.....	\$47,430,083
Licenses and permits.....	50,148,040
Special assessments.....	66,395,107
Departmental fees, charges, rents, and sales.....	15,200,254
Fines and forfeits.....	3,726,687
Escheats.....	9,623
Subventions and grants.....	29,075,983
Gifts, donations, and pension contributions.....	4,349,501
Interest.....	24,123,329
Rents and privileges.....	8,000,880
Public service enterprises.....	83,197,472

Of the total revenue receipts of the 184 cities, the 18 cities having a population of over 300,000 each received \$107,908,833, or 26.0 per cent, and the City of New York alone received \$107,908,833, or 26.0 per cent.

The per capita revenue receipts for the 184 cities amounted to \$27.82. For the cities of over 300,000 inhabitants they were \$33.44, while for the cities of from 30,000 to 50,000 inhabitants they were \$18.63. The larger part of such receipts was from property, business, poll taxes, the per capita being: For all cities, \$17.37, and for the two groups of cities above mentioned, \$21.54 and \$11.58 respectively.

Governmental Cost Payments.

The governmental cost payments of the 184 cities amounted to \$855,599,192, of which \$440,219,780 was for expenses other than public service enterprises, \$2,847,448 for interest, and \$270,145,899 for outlays. The governmental cost payments of the 184 cities exceeded their revenue receipts by \$95,050,747, though their revenue receipts exceeded their payments for expenses and interest by \$183,480,152; from which it appears that, with slight modification for changes in cash balances at the beginning and close of the year, of the costs of permanent properties acquired and constructed during the year, 65.7 per cent was paid from revenues and 34.3 per cent indirectly from nonrevenue receipts.

The gross payments for expenses other than public service enterprises amounted to the 184 cities to \$449,216,780, distributed as follows:

General government.....	\$53,402,487
Protection person and property.....	111,932,648
Health conservation and sanitation.....	44,330,456
Highways.....	54,778,717
Charities, hospitals, and corrections.....	20,621,707
Education.....	133,533,813
Recreation.....	10,168,808
Miscellaneous.....	5,511,003

The gross payments for expenses of public service enterprises amounted to \$34,862,565, of which \$25,000,229, or 74.5 per cent, represents the expenses of systems of water supply operated by these cities. Such systems were operated by 138 of the 184 cities.

The per capita governmental cost payments for the 184 cities were \$31.32, of which \$17.71 was for expenses, \$3.40 for interest, and \$10.22 for outlays. The total for the group of 18 of the larger cities was \$37.15, while that for the group of 75 of the smaller cities was \$19.60.

CALIFORNIA FRUIT AND NUT OUTPUT.

The following comparative statistics are from the California Fruit Grower, and represent the output of that State in the leading fruit and nut crops:

Net-Tons.	1900	1911	1912	Canned Vegetables.	1900	1910	1911

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